

31 July 1946

MEMORANDUM FOR THE DIRECTOR:

SUBJECT: Duties and Responsibilities of ICAPS

1. Certain written statements issued by the Executive Office since the reorganization of the CIG have led me to believe that there exists there a different understanding of the duties and responsibilities of the Interdepartmental Coordinating and Planning Staff (ICAPS) than that given me personally by you.

2. The Executive Office, in Disposition Form of 29 July, stated:

"CPS proposals are in process of being referred, as you suggest, to you, or offices as appropriate. You will be informed of action taken in each case."

Since these proposals contain detailed recommendations for interdepartmental coordination, it is my belief that they should have been returned to ICAPS, whose duty it is to "act for the Director" "in the preparation of recommendations regarding the establishment of overall policies and plans to assure the most effective accomplishment of the national intelligence mission." It is our understanding in ICAPS that ICAPS is responsible for the coordination of all intelligence activities (including CIG) related to the national security and is charged with assuring that the methods, procedures, and controls, are adequate within the CIG, State, War, and Navy, and other interested agencies for expeditious collection and integrated research and evaluation of information and prompt dissemination of intelligence. It would thus appear that all matters pertaining to interdepartmental coordination should be referred to ICAPS for supervision and control. Therefore, ICAPS should not merely be "informed of action taken in each case."

3. In a series of memoranda, dated 26 July, from the Executive Office, the following paragraph is included:

"The establishment of committees and boards, as proposed in the enclosures, should not be necessary, since all CIG personnel are authorized and encouraged to maintain liaison and consult with their opposite numbers in the other intelligence agencies as may be necessary and appropriate. Moreover, it is probable that the majority of problems involving coordination may be solved in consultation with the representatives of only one or more of the other intelligence agencies, without reference to the formal machinery of an entire board or committee."

Although I heartily concur in what I believe is the intent behind this statement, I fear that the impression which may be obtained by the respective Acting Assistant Directors will be that they have free rein in working out informal indepartmental coordination. This obviously

would defeat the purpose you had in mind in setting up your IGAP Staff. Plans should, of course, originate at all levels of CIG, but when they affect the intelligence structure, either within or without CIG, or constitute an actual or potential change in policy, such plans should be reviewed and approved, or disapproved, on your behalf by ICAPS.

4. So that the present confusion throughout CIG as to the responsibilities of ICAPS may be removed promptly, it is suggested that you have the Executive Director issue a CIG Administrative Order clearly setting forth the fact that ICAPS has final authority, under your personal direction, in all matters of interdepartmental coordinating and planning, that all suggestions for interdepartmental coordinating and planning originating in any of the four Operating Offices be cleared through ICAPS before presentation to you and that each Acting Assistant Director set forth in an initial memorandum, addressed to ICAPS, the current informal interdepartmental coordinating procedures of his Office, and that these memoranda be followed up with subsequent proposals for improved coordination, for ICAPS concurrence. This Order should not, in my belief, be so worded as to impede individual liaison between CIG personnel and personnel of other individual offices. It should, however, place such multilateral activities under the "continuous supervision" of ICAPS.

5. I hold myself ready to collaborate with the Executive Office in the drafting of such proposed Orders.

DONALD EDGAR
Acting Chief, Interdepartmental
Coordinating and Planning Staff